

Activity: 7.9
Develop Training Program

Responsibility: Project Team

Description: A Training Program defines the training needed to implement and operate the software product successfully. The Training Plan should address the training that will be provided to the system owner, users, and maintenance staff. When new hardware or software is being used, affected personnel will need hands-on experience before bringing the new equipment or software into daily operation.

Training must address both the knowledge and the skills required to operate and use the system effectively. Design the training program to accomplish the following objectives.

- Provide trainees with the specific knowledge and skills necessary to perform their work.
- Prepare training materials that will sell the software product as well as instruct the trainees. The training program should leave the trainees with the enthusiasm and desire to use the new product.
- Account for the knowledge and skills the trainees bring with them, and use this information as a transition to learning new material.
- Anticipate the needs for follow-on training after the software product is fully operational, including refresher courses, advanced training, and repeats of basic courses for new personnel.
- Build in the capability to update the training as the software product evolves.

Involve the system owner and key users in the planning to determine the education and training needs for all categories of users (managers, users, and maintenance staff).

Work Product: Prepare a draft Training Plan that describes the Training Program and addresses the following issues.

- Identifies personnel to be trained. Review the list of trainees with the system owner and users to ensure that all personnel who should receive training have been identified.

Work Product,

continued:

- Defines the overall approach to training and the required training courses.
- Establishes the scope of the training needed for users, management, operations, and maintenance personnel.
- Define how and when training will be conducted. Specify instructor qualifications, learning objectives, and mastery or certification requirements (if applicable).
- Identify any skill areas for which certification is necessary or desirable. Tailor the training to the certification requirements.
- Establish a preliminary schedule for the training courses. The schedule must reflect training requirements and constraints outside the project. Schedule individual courses to accommodate personnel who may require training in more than one area. Identify critical paths in the training schedule such as the time period for the software product's installation and conversion to production status.
- Define the required course(s), outline their content and sequence, and establish training milestones to meet transition schedules.
- Tailor the instruction methods to the type of material being presented. Include classroom presentation, interactive computer-assisted instruction, demonstrations, individual video presentations, and hands-on experience, either live or simulated.
- Identify trainers who are technically knowledgeable and were involved in the design and development of the system. For projects with extensive and formal training requirements, it may be necessary to provide training for the trainers.
- Consider availability of the following: users, system-tested software, training rooms and equipment, and the completion of system documentation and training materials.

Place a copy of the draft Training Plan in the Project File. The plan will be reviewed and updated during the Software Integration and Testing Stage.

Review Process:

Conduct a structured walkthrough to assure that the draft Training Plan is accurate and complete.